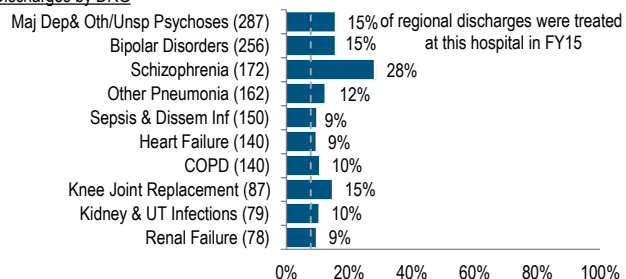


Marlborough Hospital is a nonprofit community-High Public Payer (HPP) hospital located in the Metro West region. It is among the smaller acute hospitals in Massachusetts and a member of UMass Memorial Health Care. Marlborough Hospital was profitable each year from FY11 to FY15, with a total margin of 5.7% in FY15, compared to a median total margin of 5.4% among peer hospitals. Though Marlborough Hospital accounts for just 9% of discharges in its region, it accounted for 28% of all discharges for Schizophrenia in the Metro West region.

| | | |
|-------------|---|--|
| At a Glance | Overview / Size | |
| | Hospital System Affiliation: | UMass Memorial Health Care |
| | Change in Ownership (FY11-FY15): | Not Applicable |
| | Total Staffed Beds: | 79, among the smaller acute hospitals |
| | % Occupancy: | 57.0%, < cohort avg. (65%) |
| | Special Public Funding: | CHART ^a , ICB ^b |
| | Trauma Center Designation: | Not Applicable |
| | Case Mix Index: | 0.85, < cohort avg. (0.87); < statewide (1.00) |
| | Financial | |
| | Inpatient NPSR per CMAD: | \$8,539 |
| Services | Change FY14-FY15: | 36.7% |
| | Inpatient:Outpatient Revenue in FY15: | 27%:73% |
| | Outpatient Revenue in FY15: | \$41,833,708 |
| | Change FY14-FY15: | -5.9% |
| | Total Revenue in FY15: | \$81,292,000 |
| | Total Surplus (Loss) in FY15: | \$4,617,000 |
| | Payer Mix | |
| | Public Payer Mix: | 63.3% (HPP* Hospital) |
| | CY15 Commercial Relative Price: | 0.85 |
| | Top 3 Commercial Payers: | Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan |
| Quality | Utilization | |
| | Inpatient Discharges in FY15: | 3,877 |
| | Change FY14-FY15: | 3.4% |
| | Emergency Department Visits in FY15: | 25,802 |
| | Change FY14-FY15: | -0.5% |
| | Outpatient Visits in FY15: | 79,381 |
| | Change FY14-FY15: | 1.2% |
| | Quality | |
| | Readmission Rate in FY15: | 16.8% |
| | Change FY11-FY15 (percentage points): | 1.6% |
| | Early Elective Deliveries Rate (Jan 2015-Jun 2016): | Not Available |

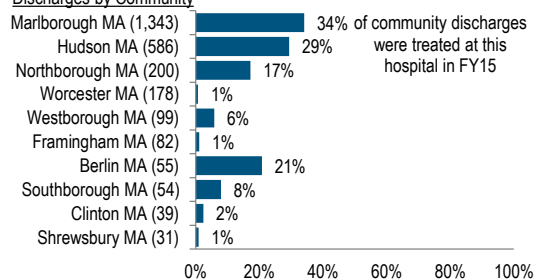
What were the most common inpatient cases (DRGs) treated at the hospital in FY15? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG

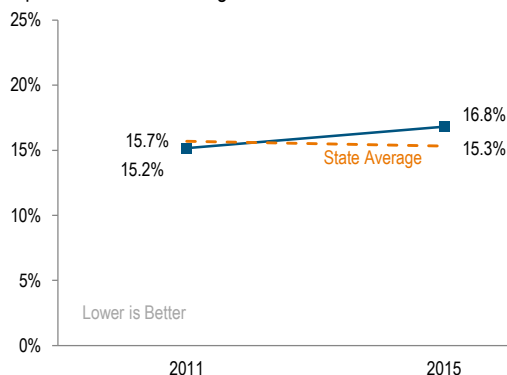


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

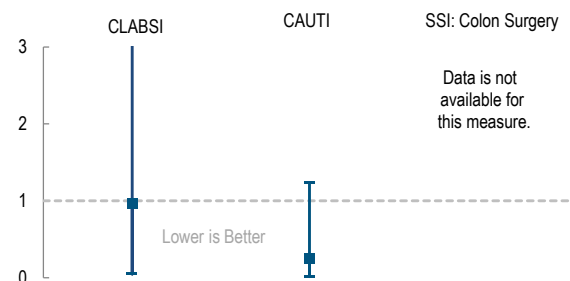
Discharges by Community



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



2015 HOSPITAL PROFILE: MARLBOROUGH HOSPITAL

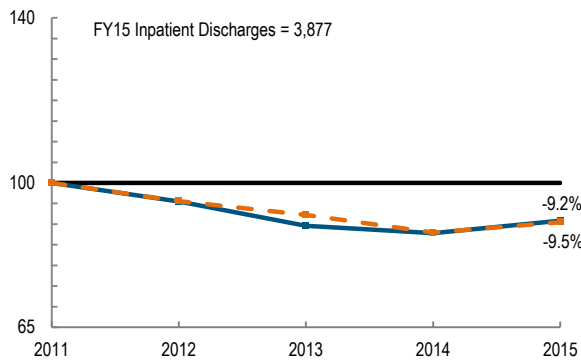
Cohort: Community, High Public Payer

Key:

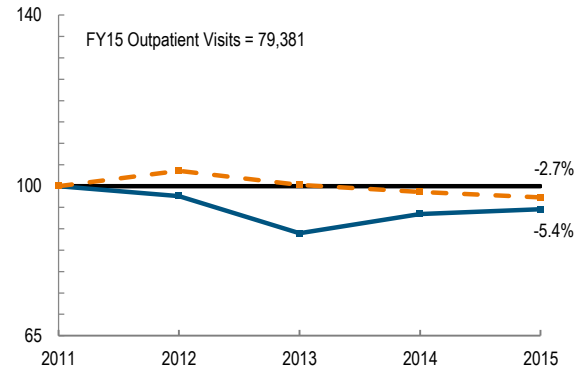


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

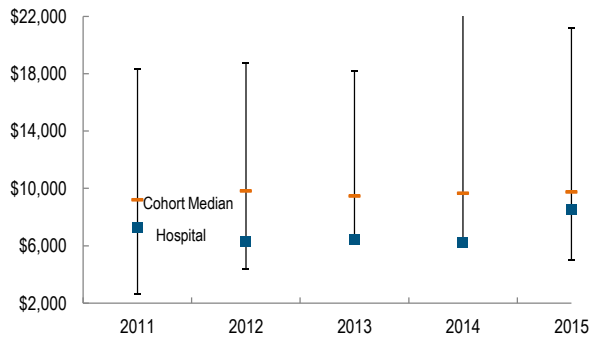


How has the volume of the hospital's outpatient visits changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)

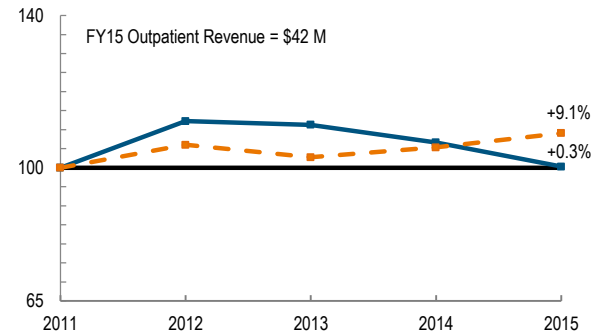


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY11 and FY15, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY11, and how does this compare to the hospital's peer cohort median? (FY11=100)



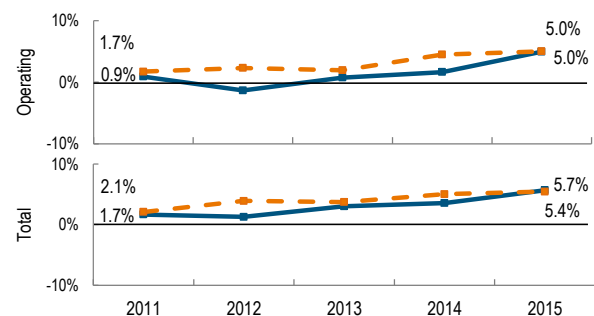
Financial Performance

How have the hospital's total revenue and costs changed between FY11 and FY15?

Revenue, Cost, & Profit/Loss (in millions)

| FY | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------|--------|--------|--------|--------|--------|
| Operating Revenue | \$ 76 | \$ 77 | \$ 79 | \$ 80 | \$ 81 |
| Non-Operating Revenue | \$ 1 | \$ 2 | \$ 2 | \$ 2 | \$ 1 |
| Total Revenue | \$ 76 | \$ 79 | \$ 81 | \$ 82 | \$ 81 |
| Total Costs | \$ 75 | \$ 78 | \$ 78 | \$ 79 | \$ 77 |
| Total Profit (Loss) | \$ 1.3 | \$ 1.0 | \$ 2.4 | \$ 2.9 | \$ 4.6 |

What were the hospital's total margin and operating margins between FY11 and FY15, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

⁹ For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.

^A For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).